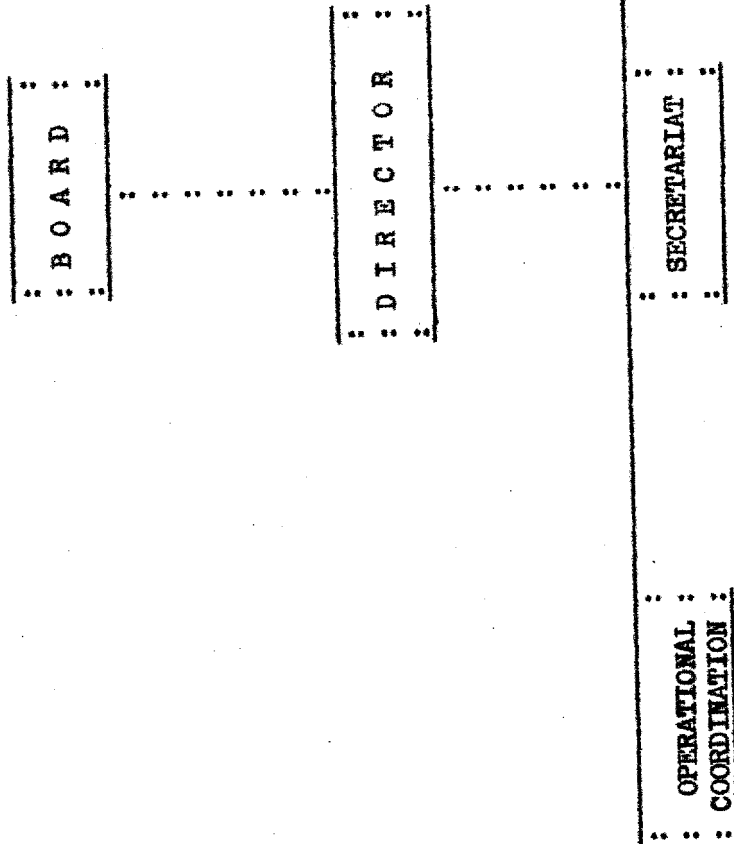


19 May 1951

FUNCTIONS OF THE STAFF

It is suggested that within the terms of the President's Directive of April 4, 1951, the responsibilities of the Director and the functions of the Staff should be:

- a. to encourage the responsible agencies to produce ideas in support of psychological operations;
- b. to coordinate, as necessary, the planning and implementing of psychological policies and programs, including national psychological plans for general war;
- c. to initiate and formulate proposals, including proposals for national psychological strategy, which would be referred as appropriate to the Board or directly to the responsible agencies for development and execution;
- d. to make a broad evaluation of current and proposed operations in the light of national plans and to suggest additional measures, changes in emphasis, and improvements in execution;
- e. to recommend means whereby in the determination, pronouncement and implementation of political, economic and military policies adequate attention will be given to their psychological effects and to the existing psychological programs;
- f. to recommend how the programs of psychological operating agencies can be furthered by U. S. Government official pronouncements;
- g. to review proposals and ^{of research} research results bearing on psychological ^{operational} ~~various~~ received from outside the operating departments and agencies and make these available as appropriate to operating agencies;
- h. to provide secretariat services, including:
 - (1) prepare reports as directed by the Board;
 - (2) organize the business of the Board and expedite reaching of decisions;
 - (3) promulgate the decisions of the Board.
- i. to procure such intelligence and such policy and operational information as is necessary for the performance of the above functions; ^{and}
- j. to examine the functions of the Board and Staff/where appropriate recommend to the Board their delegation to existing departments and agencies of the Government.



** It is envisaged that the planning function will be accomplished largely by bringing together the existing departmental planning units, stimulating their efforts, and sponsoring the results.

NOTE: It is anticipated that each member of the Board will designate a deputy whose responsibilities include all matters over which the Board itself has cognizance. In the absence of the designated Board members at any meeting, the Director will act as chairman. The Board may solicit the advice of non-governmental consultants as required.

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SUGGESTED IMMEDIATE STEP

In order to move ahead immediately and rapidly on the substantive problems for which the Board was created, it is suggested that an Acting Director be named at once to function until a permanent selection can be made. Mr. Allen Dulles is recommended for the post; however, in case his other duties make his selection impossible, three other names in order of preference are submitted for consideration:

Mr. Elbridge Durbrow, State Department
Lieutenant Colonel William H. Kinard, Jr.,
Department of the Army
Dr. C. A. H. Thompson, Brookings Institute

It is expected that after his appointment the Acting Director will call on the participating agencies and make whatever arrangements are required to get such assistance as he finds necessary.

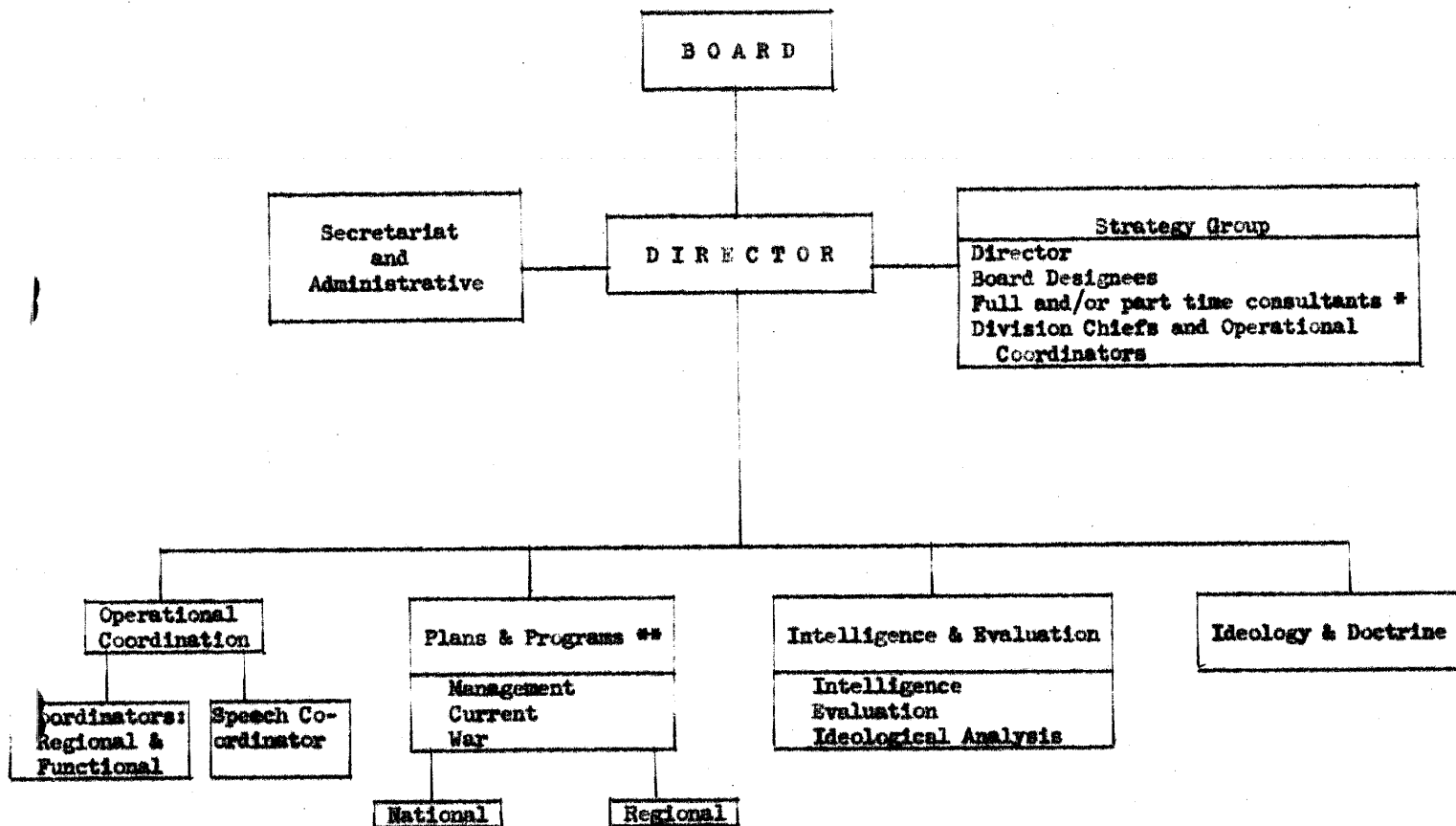
INTERIM PROCEDURE

No substantive action will be appointed, but will take up any further preliminary measures which Board might consider necessary.

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* From the Government or private life.

** Maximum use to be made of regional and functional specialists available in the operating departments and agencies.

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